

THINKING ALOUD

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THE ARTS AND COLLECTIVE IMPACT

WHAT IS “COLLECTIVE IMPACT”?

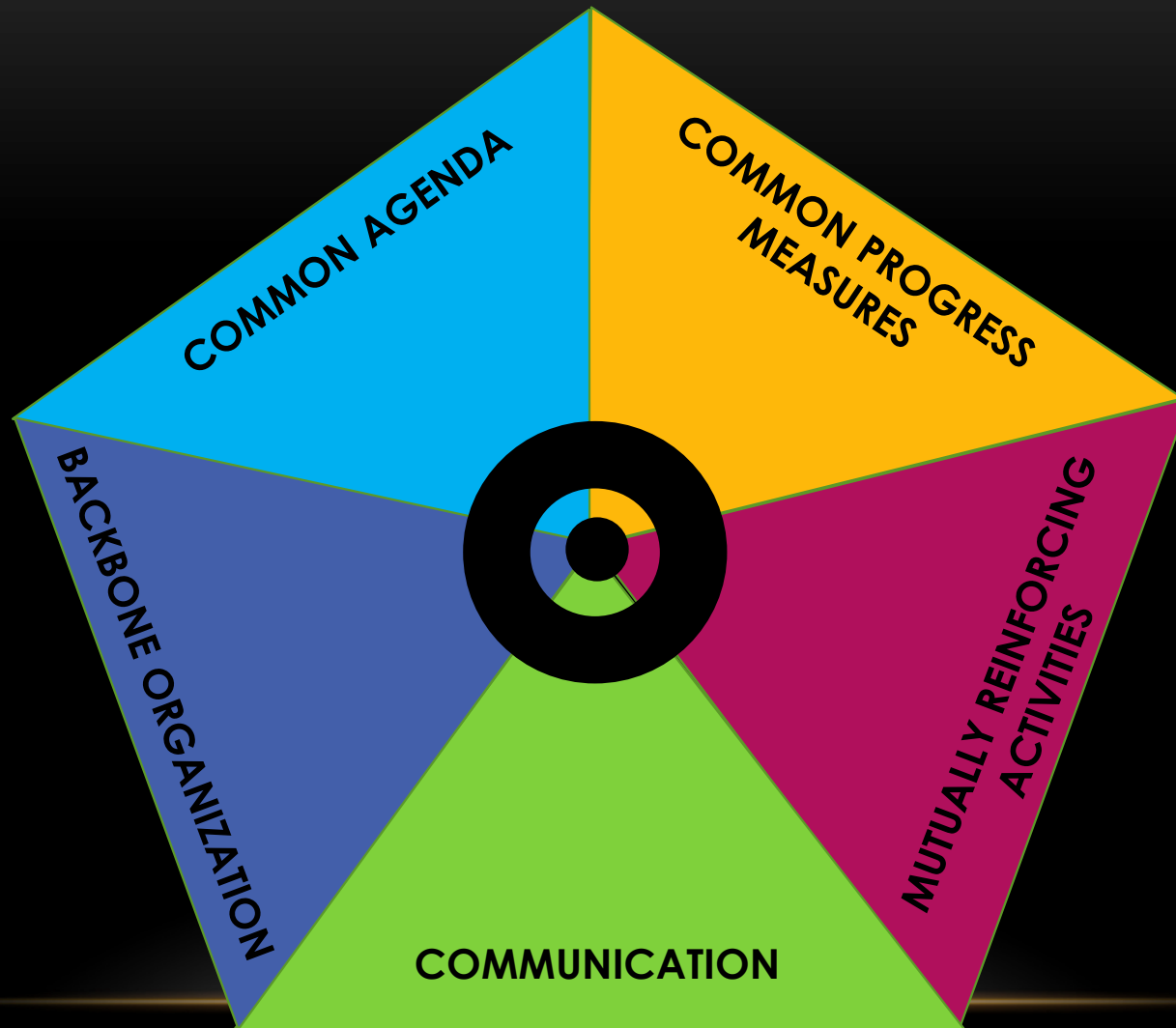
- The term had its first major “publicizing” in 2011 in an article by Mark Kramer and John Kania. The article describes collective impact as...

“the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.” *

“COLLECTIVE IMPACT” CONTINUED

- Collective impact grants with arts education components have been awarded to cities such as Calgary, Los Angeles, Dallas, Cincinnati, and Kansas City...
 - “In a nutshell, the concept is this: the social sector is best positioned to accomplish real change through centralized, strategic, and coordinated action rather than through decentralized and isolated interventions that can often work at cross purposes.” (from *Collective Impact in the Arts* by Ian David Moss, <http://createquity.com/2013/08/collective-impact-in-the-arts.html>).

THE FIVE CONDITIONS OF COLLECTIVE IMPACT



A CASE STUDY CLOSE TO HOME

United Ways across the country, including the United Way of Salt Lake City, have been exploring collaborative initiatives for c. a decade, well before the term “collective impact” surfaced so powerfully.

The key? How to leverage resources, and create strategic alliances and collaborations that effect community-level change.

WHAT DO WE MEAN BY “COMMUNITY-LEVEL CHANGE?”

In Terms of Education:

How can we assure school readiness?

How can we remedy the inherent achievement gap?

How can we improve the sagging graduation rate?

In Terms of Health:

How can we build resilient structures that support healthy lives for all?

In Terms of Social/Economic Structures:

How can we assure financial stability for everyone?

Terms that surface in Mike Leavitt's recent book, *Finding Allies, Building Alliances* (co-authored by Rich McKeown) map much of the collective impact landscape:

- Identifying and articulating “a common pain”
- Selecting a convener of stature
- Bringing together representatives of substance
- Passionately subscribing to a simple, clearly defined purpose
- In the literature, this sort of approach requires an “anchor institution,” “a backbone,” an executive director supported by a data specialist, an IT expert....

Could **Utah** be a site for the first state-wide **collective impact initiative** with a compelling arts component?



Why Utah?

- ROBUST arts organizations and programs
 - Mature professional companies
 - Rich climate for crafts & folk arts
 - Nationally ranked arts programs in universities and secondary schools
 - BTSALP in elementary schools
 - Acclaimed arts festivals – some with international reach
 - Emerging high-tech industry
 - Engaged and highly active creative community
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STRIVE TOGETHER [WWW.STRIVETOGETHER.ORG]

- “Every Child. Cradle to Career”
- Launched in 2006 (Cincinnati and Northern Kentucky), STRIVE has grown to >40 member sites in 37 states and 5 countries). Salt Lake City is one of the sites.
- Theory of Action: Creating Cradle-to-Career Proof Points

CHALLENGES

- Many in the arts would prefer funding for operations vs. infrastructure.
- Is arts education, or community cultural development, urgent enough to mobilize collective support?
- Many in the arts are resistant to large-scale measurement tasks.
- Will a collective impact initiative constrain artistic diversity, independence, and organizational growth?

**These challenges are from Collective Impact in the Arts by Ian David Moss,
<http://createquity.com/2013/08/collective-impact-in-the-arts.html>*

ACTION ITEMS FOR THIS SESSION

1. Breakout sessions attempt to define a potential vision and mission—a “pain point”
 2. Explore potential indicators of success [“proof points”]
 3. Plenary sharing of responses to items 1 and 2
 4. Moving this discussion forward
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TAKE-AWAYS FROM THIS SESSION

- Continue crafting and field testing potential visions + missions for a collective impact initiative
- Identify potential agencies and individuals who could help